

DEPARTMENT OF THE ARMY
U.S. ARMY FOREIGN SCIENCE AND TECHNOLOGY CENTER
220 Seventh Street, NE.
Charlottesville, Virginia 22901-5396

FSTC REGULATION
NO. 10-1

Organization and Functions
U.S. ARMY FOREIGN SCIENCE AND TECHNOLOGY CENTER
Effective 1 April 1986

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1. Purpose. This regulation sets forth the organization and principal functions of the United States Army Foreign Science and Technology Center and that of its component elements.

*This Regulation supersedes FSTCR 10-1, 1 July 1981, and FSTCC 10-1 (FOUO), 16 May 1983

2. References. Related publications are listed below:

- a. AR 10-86, Organization and Functions, U. S. Army Intelligence Agency
- b. CSR 10-27, Office of the Assistant Chief of Staff for Intelligence

3. Explanation of Abbreviations.

4. Mission.

a. The mission of FSTC is to provide improved user community knowledge of current and projected assigned foreign ground force systems and related sciences and technologies to enable informed choices by materiel, combat, and force developers and to support national intelligence efforts.

b. Specific mission areas are:

(1) artillery, infantry, armor, and helicopter weapon systems, less guided missiles, that form the bulwark of the air/land battle

(2) mobility, engineer, aviation, soldier support, and communications and noncommunications electronic systems that support the air/land battle

(3) chemical and electronic warfare

(4) applied technologies, including energy conversion, structural and energetic materials, coatings, and POL

(5) explosive ordnance disposal

(6) nuclear and physical sciences

(7) advanced electronics technology

(8) foreign RDA processes

(9) scientific and technical projections

(10) technical electronic intelligence (ELINT)

(11) imagery exploitation

(12) Army Foreign Materiel Program

(13) Foreign Target Signatures Program

5. Organization and Concept of Operations.

a. The FSTC is a component command of the U.S. Army Intelligence Agency (AIA), a Field Operating Agency (FOA) of the Assistant Chief of Staff for Intelligence (ACSI), Department of the Army (DA). Sister production centers within the AIA are the U.S. Army Missile and Space Intelligence Center and the U.S. Army Intelligence Threat and Analysis Center.

b. The FSTC is organized along functional production and support lines for sustained, independent operations in response to known and projected DA and Defense Intelligence Agency (DIA) intelligence production requirements. At Appendix B is a diagram depicting the three offices and four directorates which constitute the organization.

6. Functions.

a. Identify and project the scientific and technical threat to the U.S. Army.

b. Forecast foreign military research, development, and acquisition (RDA) trends.

c. Produce and disseminate all-source scientific and technical intelligence (S&TI) products in response to stated, implied, and anticipated requirements.

d. Recommend production priorities and assess the levels of effort required and the correlation between resources, output, and consumer satisfaction.

e. Recommend policy regarding S&TI production and dissemination within the Army.

f. Manage the Army Foreign Materiel Program (FMP) to include the acquisition and exploitation of foreign materiel and the dissemination of the resulting data.

g. Produce Foreign Target Signatures data and, as directed, exercise management oversight for the AIA program.

h. Identify, prioritize, and state collection requirements necessary to fill scientific and technical information gaps.

i. Develop and maintain an S&TI data base for assigned mission areas.

j. Provide for a full range of production support services appropriate for receiving, storing, maintaining, analyzing, preparing, and distributing information and intelligence products.

k. Provide for the administrative and logistics services necessary to sustain the facilities and work force.

7. Command and Staff Relationships.

a. The FSTC is a component command of the AIA. Directives, policies, planning and program guidance, and funding are issued to this command through or by the AIA.

b. The Commander, FSTC, executes Lead Center responsibilities as delegated by the Commander, AIA.

c. The Commander, FSTC, is authorized direct contact with external agencies, commands, and activities as follows:

(1) ACSI and Army Staff agencies for coordination of administrative and operational matters related to the production and dissemination of validated or otherwise assigned intelligence requirements.

(2) Supporting and cooperating DOD and non-DOD intelligence collection and production agencies for purposes of coordinating administrative and operational matters directly related to the S&TI mission.

(3) All Army components and other DOD and non-DOD customers for purposes of coordinating validated production requirements and for Quick Reaction Tasks (QRT).

(4) All Army components and other DOD and non-DOD elements, for matters related to the management of the Army Foreign Materiel Program (FMP).

(5) The General Services Administration and Army agencies for facilities and support services as provided for or required by, memoranda of understanding or Intraservice Support Agreements.

(AIAST-PR-PO)

FOR THE COMMANDER:

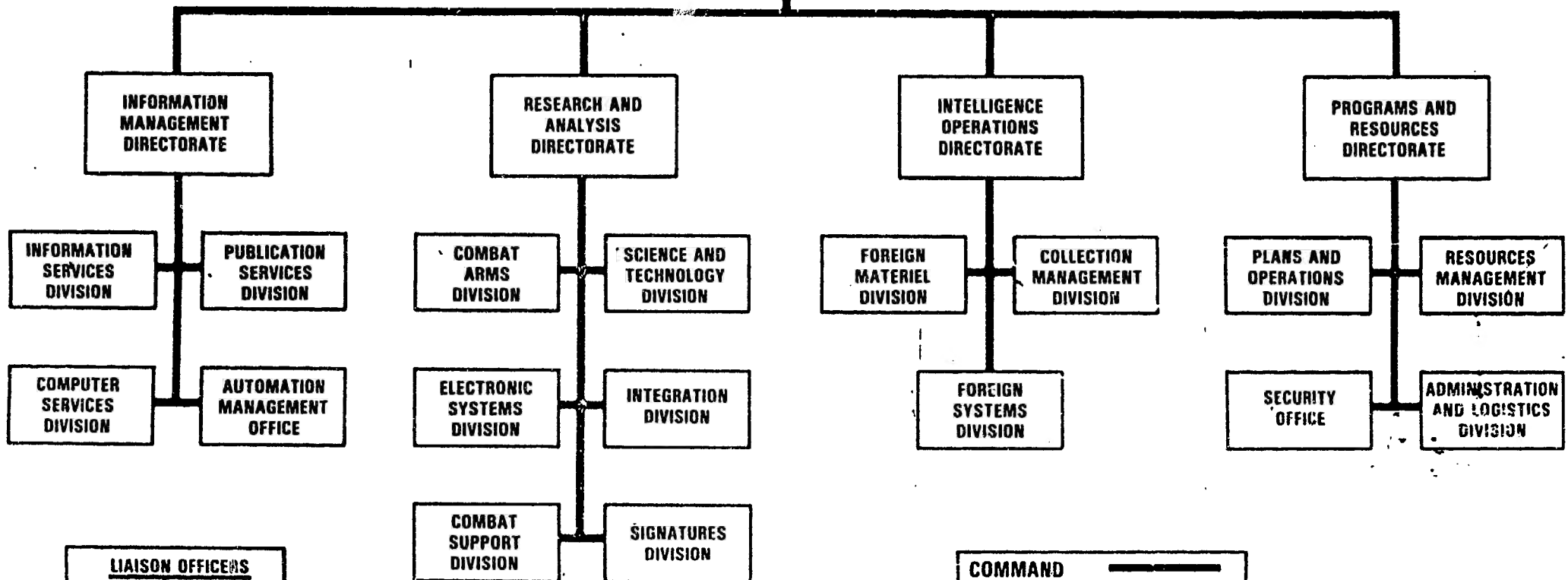
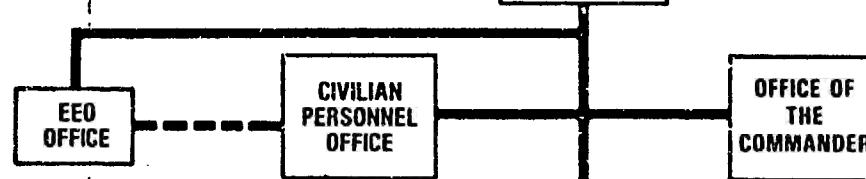
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APPENDIX B

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B-1

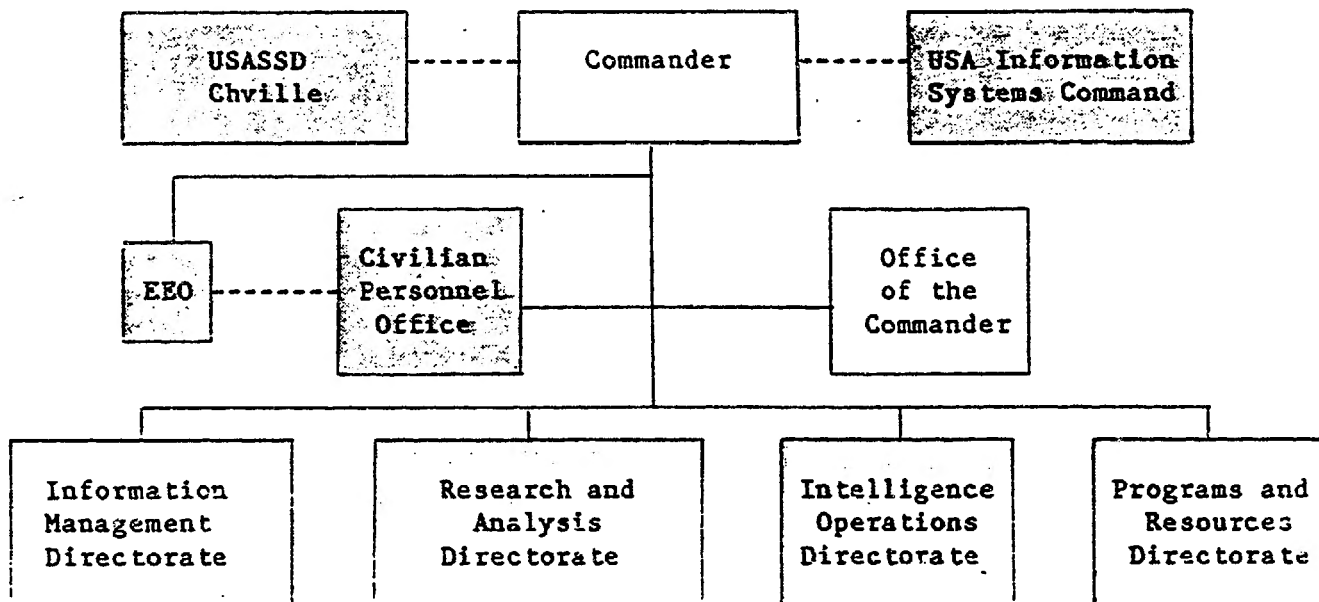
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APPENDIX C

OFFICE OF THE COMMANDER

1. Mission. Provide to the Commander the appropriate personal and administrative support required to facilitate the execution of command.

2. Organization.



3. Functions.

- a. Coordinates and facilitates the exchange of oral and written communications between the Commander and the staff.
- b. Ensures timely and accurate response to command inquiries and directed actions.
- c. Recommends to the Commander near-term and long-term scheduling to ensure the efficient utilization of time.
- d. Monitors matters involving protocol and representational activities.
- e. Reviews administratively all correspondence prepared for the Commander's review or signature; makes substantive recommendations as appropriate.
- f. Monitors messages and incoming correspondence for matters of policy, command actions, and information of general interest to the Commander.

g. Prepares command correspondence, as required; responds to routine correspondence and communications as appropriate.

h. Performs special actions and representational functions, as directed.

i. Maintains files and records appropriate for the support and continuity of command.

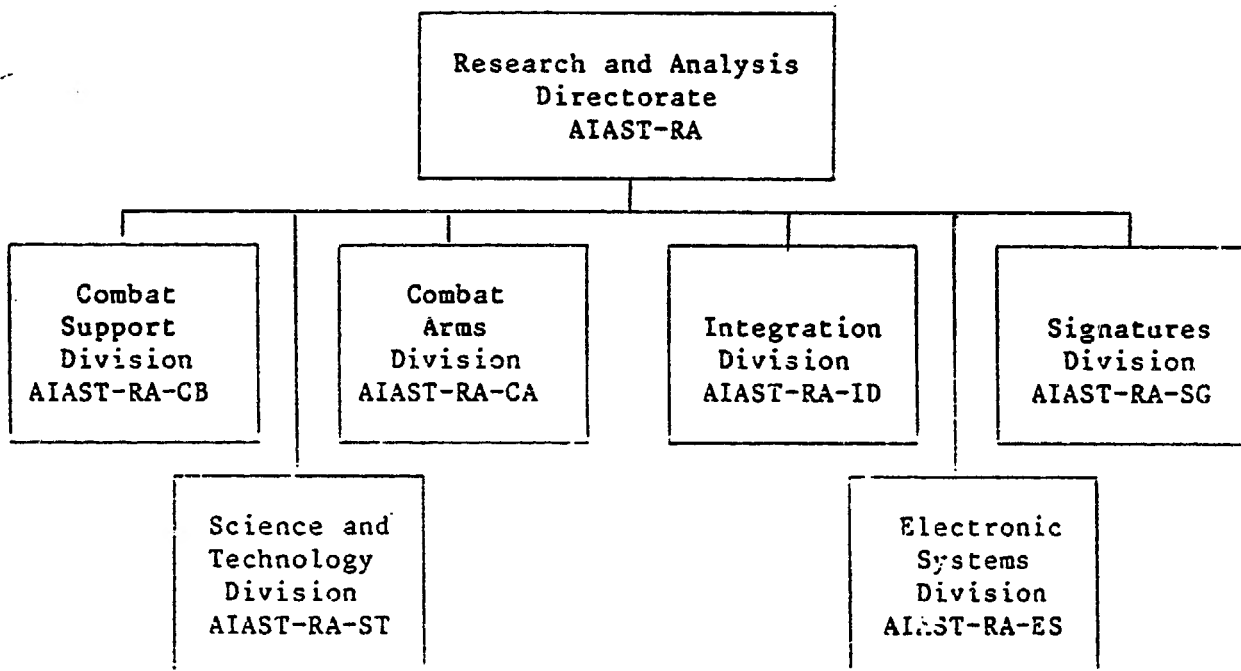
j. Provides support to the Deputy Director and Acting Commander or Acting Deputy Director, as required.

APPENDIX D

RESEARCH AND ANALYSIS DIRECTORATE

1. Mission. Produce all-source, world-wide scientific and technical intelligence (less guided missiles and medical) for assigned ground forces systems and related sciences and technologies.

2. Organization.



3. Functions.

a. Directorate Functions

(1) Assigns, prioritizes, and manages the production of S&TI within the directorate.

(2) Coordinates with other directorates to plan and program production activities and to ensure the effective and efficient use of available resources.

(3) Identifies resource requirements. Allocates and reallocates, as appropriate, resources to assure mission accomplishment.

(4) Ensures that products meet scope of requirement and established schedules.

(5) Establishes and maintains operational liaison within the intelligence community; with materiel, combat and force developers; and, as appropriate, with non-DOD agencies.

(6) Directs the establishment and maintenance of S&TI data bases in support of production and general DOD requirements.

(7) Establishes directorate collection priorities for current and projected information and materiel requirements.

(8) Recommends initiative and special reports for publication and dissemination.

b. Functions Common to Divisions

(1) Compiles, produces, exercises quality control of, and coordinates foreign S&TI publications to include FMER.

(2) Organizes information and unevaluated intelligence data to facilitate retrieval and utilization for the production of S&TI products.

(3) Conducts research on, and analysis of, available scientific and technical information and intelligence holdings to determine its validity, applicability, and usefulness to S&TI users.

(4) Identifies information deficiencies and provides appropriate guidance for collectors and other sources to fill information gaps.

(5) Prepares and presents briefings to all levels of the Army, DOD, and other agencies.

(6) Establishes requirements, develops and/or coordinates on exploitation plans, and provides pertinent technical guidance for the exploitation and/or requisition of foreign ground forces materiel.

(8) Conducts liaison with counterparts in other intelligence agencies, the R&D community, and DOD elements having mutual interest areas.

(9) Maintains a viable reservist utilization and training program.

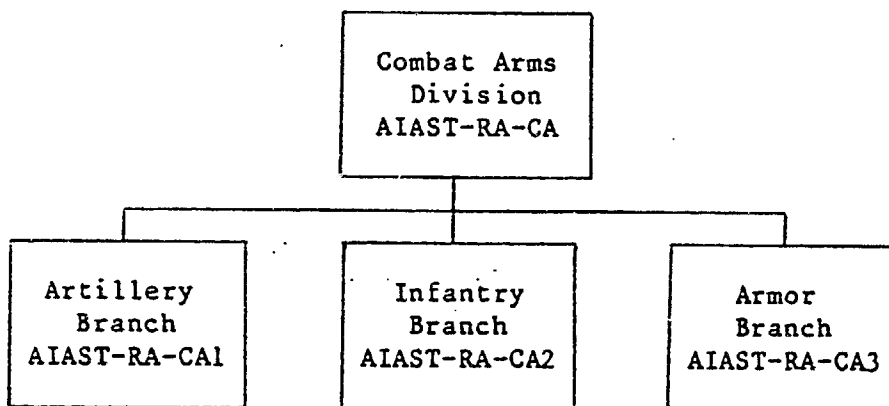
(10) Sustains automated data processing activities in support of the Center's S&TI data base and scientific and engineering programs.

RESEARCH AND ANALYSIS DIRECTORATE

COMBAT ARMS DIVISION

1. Mission. Manage the analytical assets responsible for producing all-source scientific and technical intelligence on all foreign combat weapon systems that comprise ground force firepower.

2. Organization.



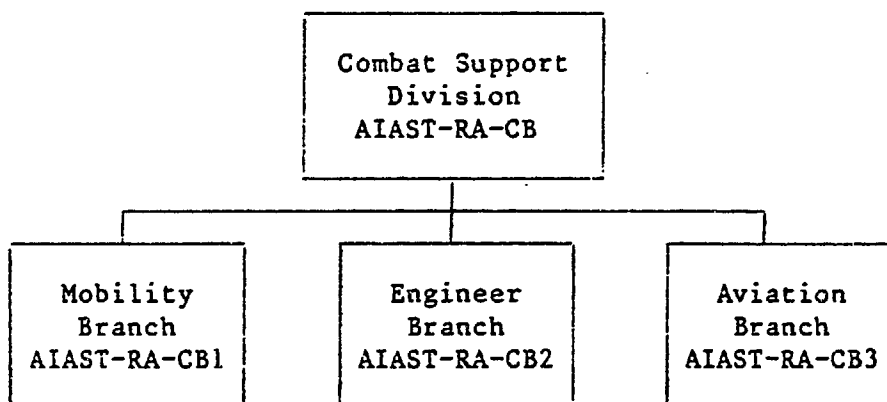
3. Functions. Functions for the divisions within the RA Directorate are common to each division and are listed on page D-2 following the Directorate functions.

RESEARCH AND ANALYSIS DIRECTORATE

COMBAT SUPPORT DIVISION

1. Mission. Manage the analytical assets responsible for the production of scientific and technical intelligence on those foreign combat support systems which enhance or degrade combat mobility and the effectiveness of the combat arms.

2. Organization.



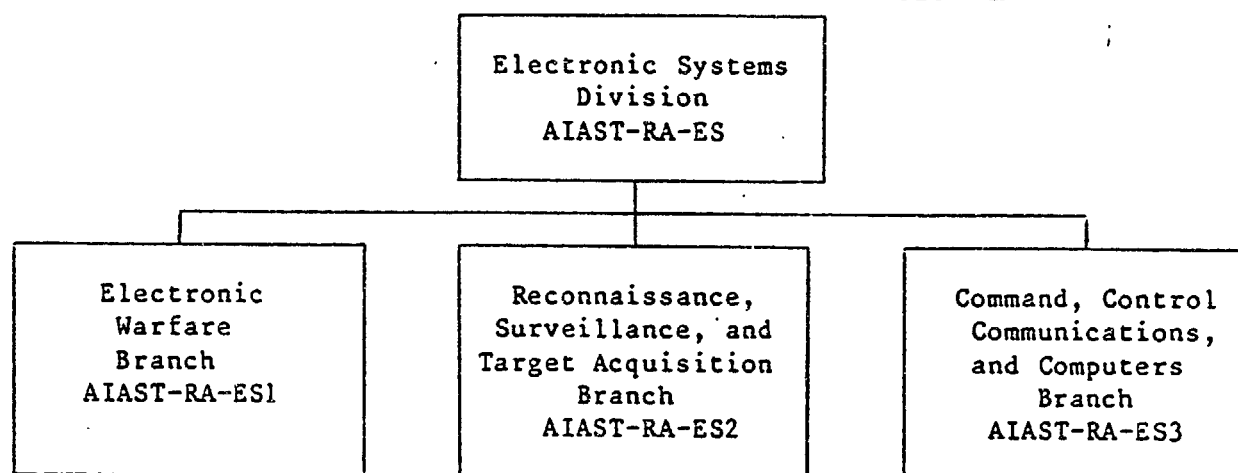
3. Functions. Functions for divisions within the RA Directorate are common to each division and are listed on page D-2 following the directorate functions.

RESEARCH AND ANALYSIS DIRECTORATE

ELECTRONIC SYSTEMS DIVISION

1. Mission. Manage the analytical assets responsible for the production of all-source scientific and technical intelligence on electronic and computer systems fielded in support of foreign ground forces to control, surveil, or disrupt the battlefield.

2. Organization.



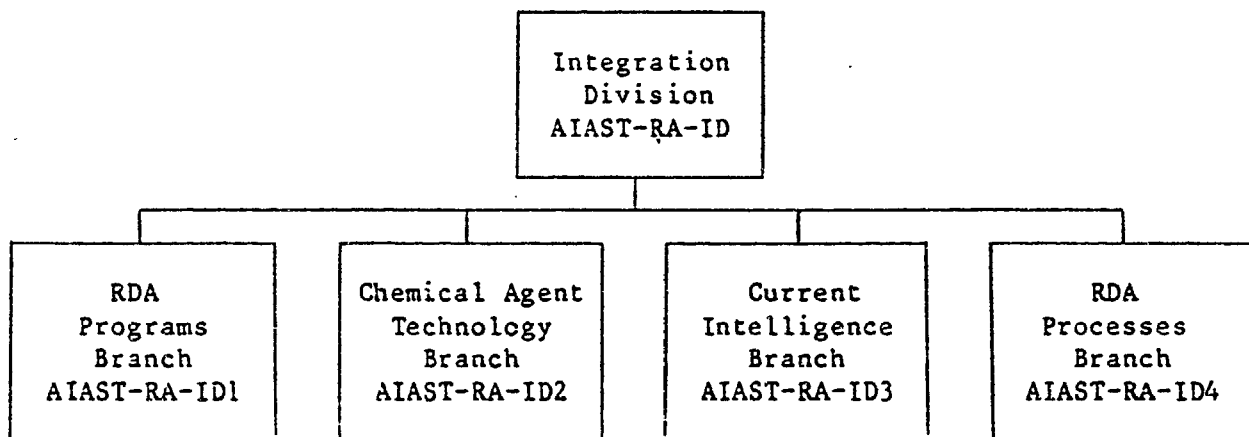
3. Functions. Functions for divisions within the RA Directorate are common to each division and are listed on page D-2 following the Directorate functions.

RESEARCH AND ANALYSIS DIRECTORATE

INTEGRATION DIVISION

1. Mission. Manage analytical assets responsible for the study and analysis of foreign RD&A programs and processes, and chemical warfare; provide to the Directorate general support for the timely dissemination of current intelligence studies, bulletins, and related analytical efforts.

2. Organization.



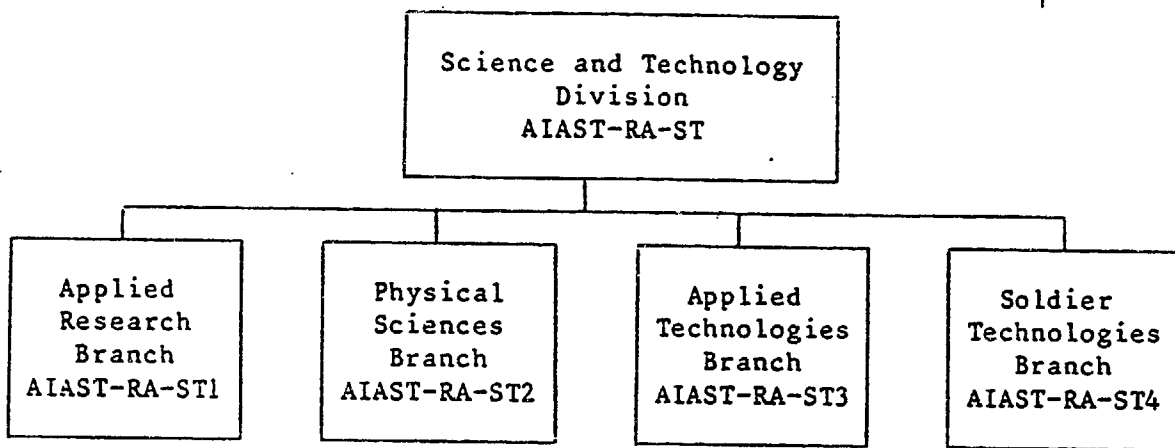
3. Functions. Functions for divisions within the RA Directorate are common to each division and are listed on page D-2 following the Directorate functions.

RESEARCH AND ANALYSIS DIRECTORATE

SCIENCE AND TECHNOLOGY DIVISION

1. Mission. Manage analytical assets to produce all-source scientific and technical intelligence on assigned foreign research and development areas and their potential impact-on future ground-force-weapons systems and concepts.

2. Organization.



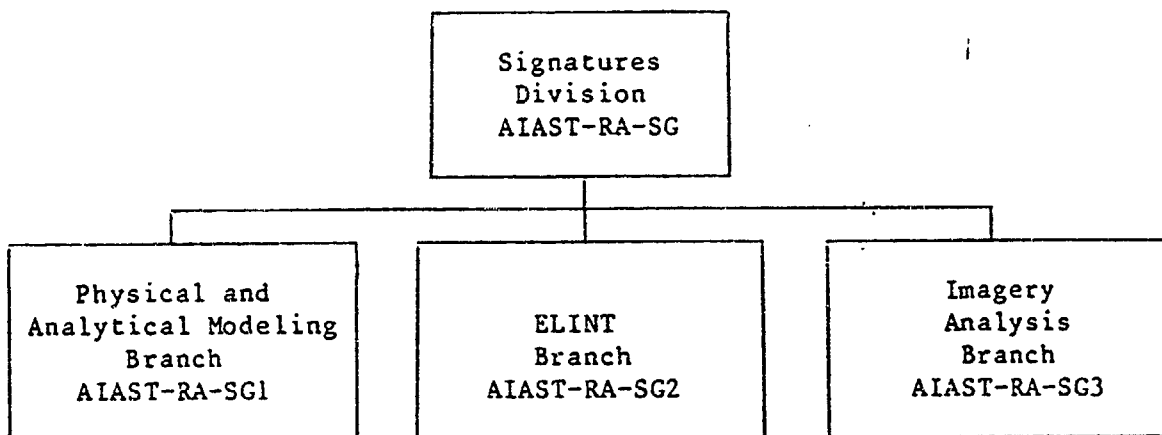
3. Functions. Functions for divisions within the RA Directorate are common to each division and are listed on page D-2 following the Directorate functions.

RESEARCH AND ANALYSIS DIRECTORATE

SIGNATURES DIVISION

1. Mission. Provide coordinated scientific and technical intelligence defining foreign military system signatures by means of physical and analytical modeling, electronic intelligence, and multispectral/multisensor imagery analysis.

2. Organization.



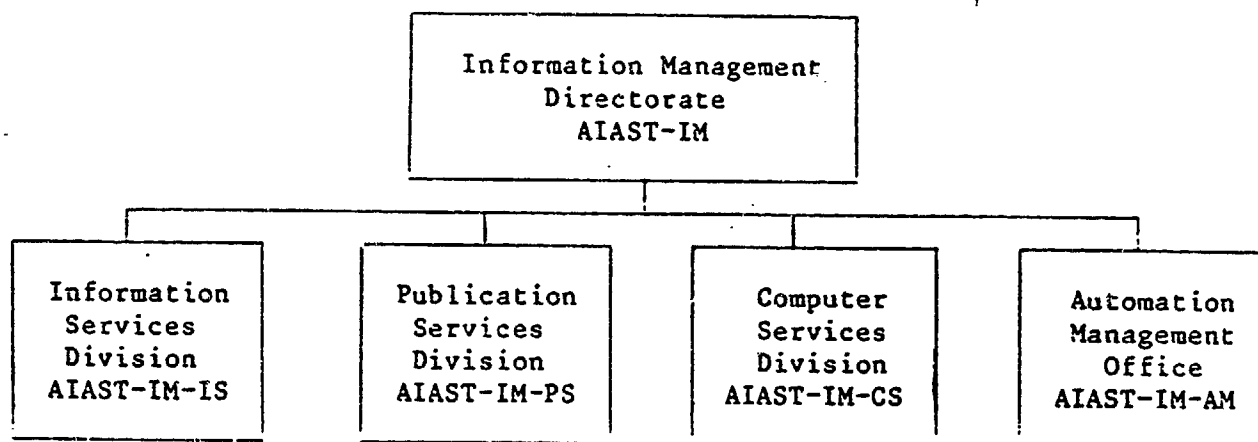
3. Functions. Functions for divisions within the RA Directorate are common to each division and are listed on page D-2 following the Directorate functions.

APPENDIX E

INFORMATION MANAGEMENT DIRECTORATE

1. Mission. Plan for and manage information systems and information and publication services and systems in support of intelligence production and general operational and administrative requirements.

2. Organization.



3. Functions.

a. Identifies resource requirements. Allocates and reallocates internal resources, as appropriate, to assure mission accomplishment.

b. Plans for and acquires information systems, information services, and publication services to support known or projected operational needs, and to upgrade existing capabilities.

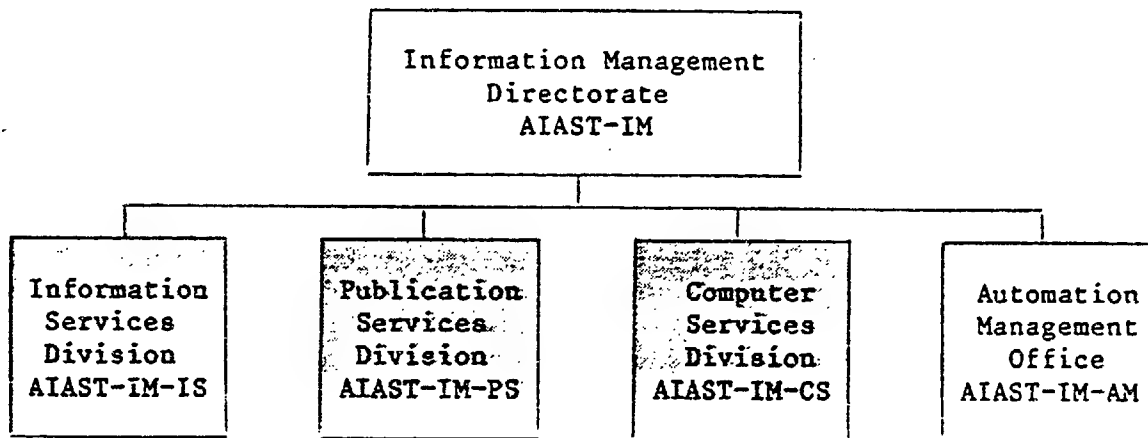
c. Coordinates with the other directorates to plan and program production activities and to ensure the effective and efficient use of available resources; recommends scheduling and production modifications to compensate for resource shortfalls.

INFORMATION MANAGEMENT DIRECTORATE

AUTOMATION MANAGEMENT OFFICE

1. Mission. Plan, budget, acquire, and monitor all automated support required by the Command; administer FSTC's mainframe data base management systems; and ensure integration of local automation plans with those of intelligence community counterparts and S&T intelligence consumers.

2. Organization.



3. Functions.

a. Develops plans for all automated support required by the Center, integrating local plans with those of AIA and the intelligence community, and S&T intelligence consumers.

b. Consolidates and programs automation requirements into the appropriate budget submission.

c. Performs automation life cycle management.

d. Executes project office responsibilities for FSTC's portion of the AIA Automation Network.

e. Ensures that adequate facilities, maintenance, and logistics support are programmed and acquired for all automated systems.

f. Executes the automation budget; monitors service and support contracts and expenditures for related training and travel.

g. Executes site commander responsibilities for the Single Source Logistics System Manager (SSLSM).

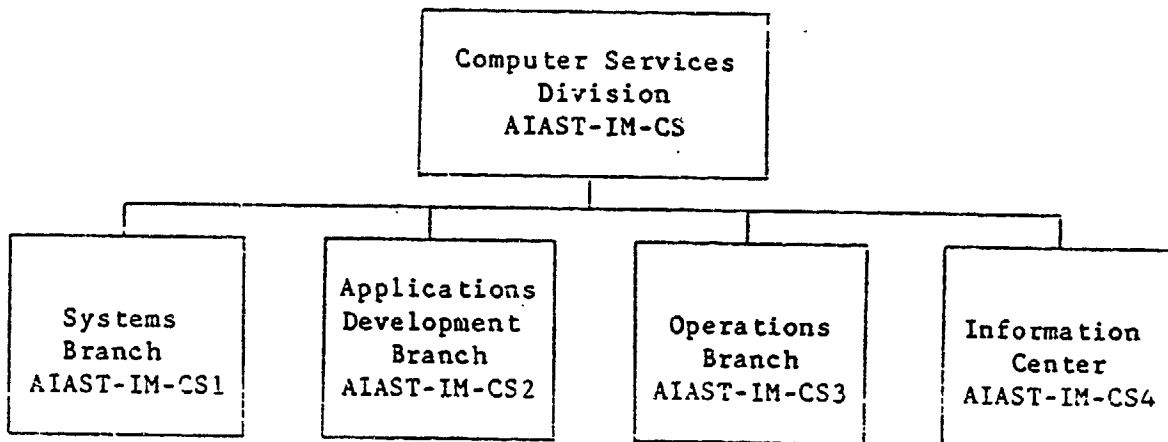
- h. Recommends allocation/re-allocation of computer resources to meet new/ changing missions.
- i. Administers the Center's mainframe data base management systems (DBMS); provides DBMS expertise for AIA.
- j. Conducts automation management reviews and safety inspections; maintains inventory of automated systems and components; produces reports to AIA, DA, and other activities as required.
- k. Interprets automation policy from DOD and DA; develops supplemental guidance, and promulgates throughout the Center.
- l. Performs data management functions; conducts liaison with external activities for the exchange of data and the establishment of data standards.
- m. Oversees compliance with existing automation policies, standards, and guidance.

INFORMATION MANAGEMENT DIRECTORATE

COMPUTER SERVICES DIVISION

1. Mission. Install, operate, and maintain automated data processing systems in support of intelligence production and command administration. Evaluate the automated systems to ensure both hardware and software are responsive to requirements, and provide the services appropriate to establish and sustain systems-user interface.

2. Organization.



3. Functions.

a. Installs, operates, manages, and maintains automated data processing systems.

b. Designs, develops, installs, and maintains software.

c. Evaluates ADP systems and operations to ensure the effective and efficient application of resources.

d. Plans configuration engineering and facilities requirements.

e. Provides training, assistance, and related services to promote sound systems-user interface.

f. Provides for continuity of ADP operations.

g. Coordinates with Automation Management Office; provides technical analyses and recommendations regarding ADP systems, planning, operations, procurement, and configuration engineering.

h. Provides technical advice and assistance in support of special purpose ADP operations.

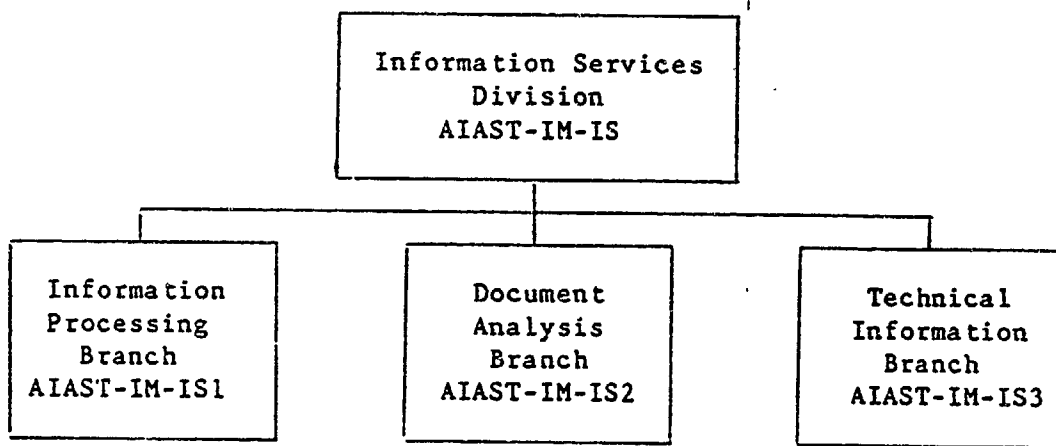
i. Provides FSTC automation users accesses to external intelligence, data bases and automated services.

INFORMATION MANAGEMENT DIRECTORATE

INFORMATION SERVICES DIVISION

1. Mission. Provide information services and technical expertise which will allow the producer and the consumer to use scientific and technical libraries, data bases, and reference services. Provide foreign language support, as required.

2. Organization.



3. Functions.

- a. Plans, organizes, manages, and maintains library and related information services and facilities.
- b. Maintains, as required, accountability for classified documents.
- c. Catalogs, indexes, and abstracts selected publications for automated files and documentation holdings.
- d. Provides research and reference services for internal and external sources.
- e. Coordinates and records the release of documents to contractors.
- f. Manages the microfilm files reduction program.
- g. Maintains and manages a S&T oriented foreign language support capability.
- h. Assesses foreign language documents, publications, and transcripts for exploitation value; as appropriate, prepares Intelligence Information Reports.

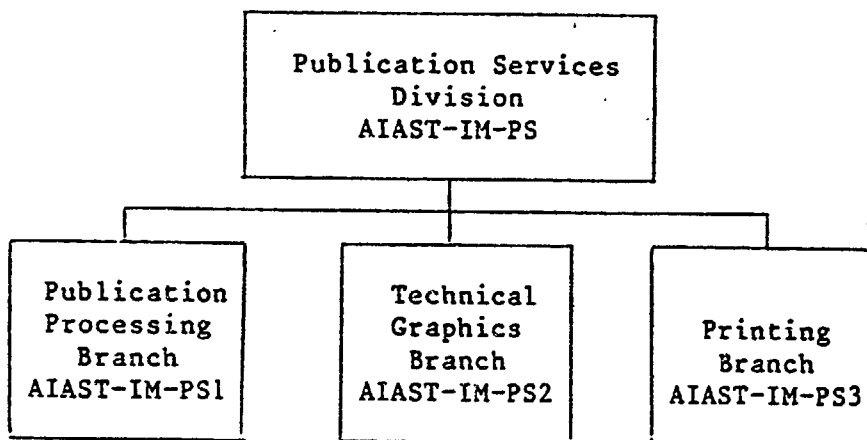
- i. Provides a central point of contact within AIA for coordinating translations; assist other activities as appropriate.

INFORMATION MANAGEMENT DIRECTORATE

PUBLICATION SERVICES DIVISION

1. Mission. Manage the graphic arts capability and provide the advice and services appropriate to illustrate or otherwise graphically prepare, print, and publish intelligence products for dissemination.

2. Organization.



3. Functions.

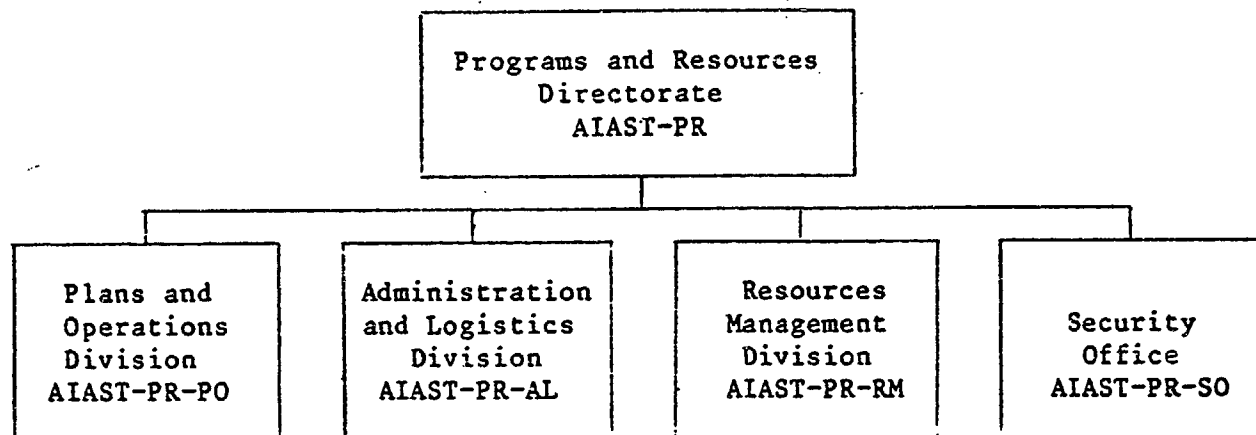
- a. Coordinates with operational elements to prioritize support tasks and develop appropriate production schedules.
- b. Estimates and programs graphic arts resources based on current and projected production schedules.
- c. Provides or coordinates printing services.
- d. Provides technical composition and copy preparation services for intelligence products.
- e. Recommends and accomplishes visual aids, art graphics, illustrations, and photography appropriate to convey the administrative or operational message.
- f. Provides photography and photographic services; operates Command Photo Lab.
- g. Administers Command's audiovisual program; procures and maintains equipment, regulates use thereof.
- h. Maintains the Central Artboard and 35mm Master Slide File.

APPENDIX F

PROGRAMS AND RESOURCES DIRECTORATE

1. Mission. Plan, recommend, and assess command programs, policies, and procedures to ensure the efficient, effective, and secure use of facilities and resources.

2. Organization.



3. Functions.

a. Validates and prioritizes operational taskings against known resource commitments and constraints.

b. Recommends and, as appropriate, prepares institutional plans and programs necessary for sustained operations and future development.

c. Develops policies and procedures for program and budget formulation.

d. Forecasts and requests appropriate levels of annual funding to support operational requirements.

e. Assesses command programs and operations on a regular and continuing basis, and disseminates findings and recommendations for command and staff review.

f. Recommends modifications to established command programs, goals, and objectives to compensate for operational adjustments or resources shortfalls.

g. Ensures the timely completion of operational tasks through effective production management techniques and the resolution of intra-center conflicts.

h. Plans for, acquires, and maintains supply levels and facilities appropriate for continuing and developing operations.

i. Coordinates for, or provides, military personnel support and other administrative support, less civilian personnel actions.

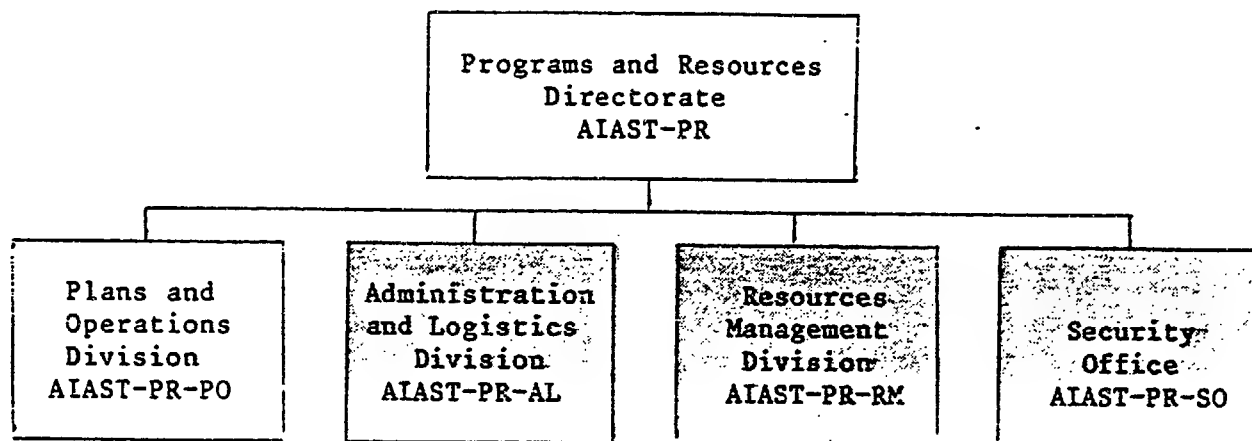
j. Provides a balanced security program tailored to the Command's facilities and operational requirements.

PROGRAMS AND RESOURCES DIRECTORATE

PLANS AND OPERATIONS DIVISION

1. Mission. Plan, develop, and manage or coordinate command programs in support of continuing, projected, and contingency operations. Provide staff oversight appropriate to achieve production goals. Conduct facilities planning, and serve as center focal point for operational liaison and representational functions.

2. Organization.



3. Functions.

a. Recommends policy and prepares directives and reports in support of command operating programs.

b. Receives, records, validates, assigns, and monitors all operational taskings and inquiries.

c. Schedules center tasks to ensure timely and efficient reactions and responses.

d. Develops and implements plans necessary to fulfill present and future space and facilities requirements.

e. Coordinates protocol, intelligence community liaison, and representational activities for the Center.

f. Develops, maintains, and, as directed, implements Institutional Plans.

g. Develops, maintains, tests, and, as directed, implements mobilization, continuity of operations, and other contingency plans.

h. Manages and implements the Command Safety Program.

i. Performs supplemental dissemination of communications and correspondence, as required.

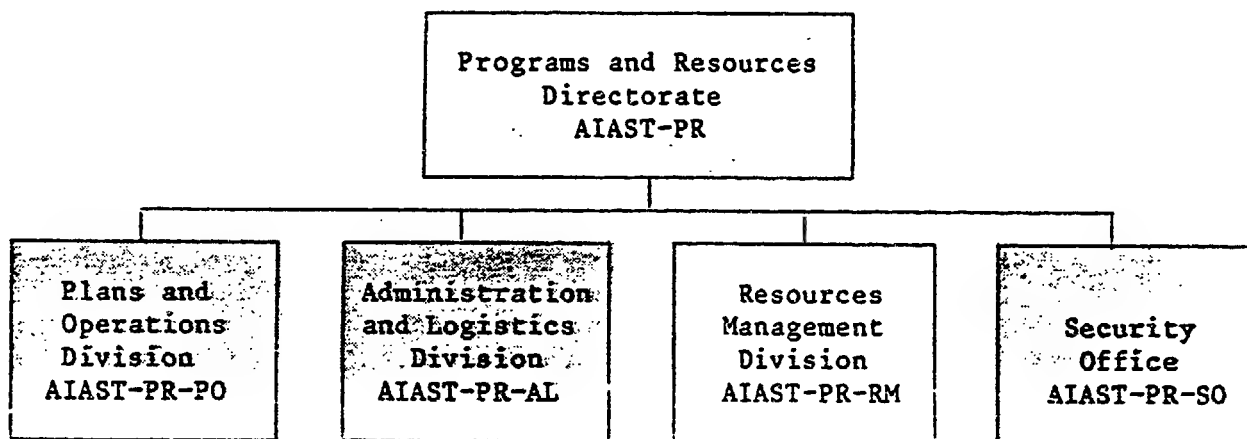
j. Maintains records and historical files in support of command operations and the continuity thereof.

PROGRAMS AND RESOURCES DIRECTORATE

RESOURCES MANAGEMENT DIVISION

1. Mission. Plan, program, budget, and manage resources required to accomplish the Command's mission. Provide advice and recommendations regarding the execution of approved programs and the effective and efficient use of funds and other resources.

2. Organization.



3. Functions.

- a. Establishes policy, procedures, and standards for the execution of Center budgets.
- b. Budgets, accounts for, and disburses allocated funds.
- c. Coordinates the preparation of the General Defense Intelligence Program (GDIP).
- d. Develops the methodology for implementing management programs.
- e. Coordinates Internal Control Reviews and other management assurance programs.
- f. Prepares and publishes the fiscal year Command Operating Program.
- g. Administers the Manpower Management Program.
- h. Provides travel and transportation services.

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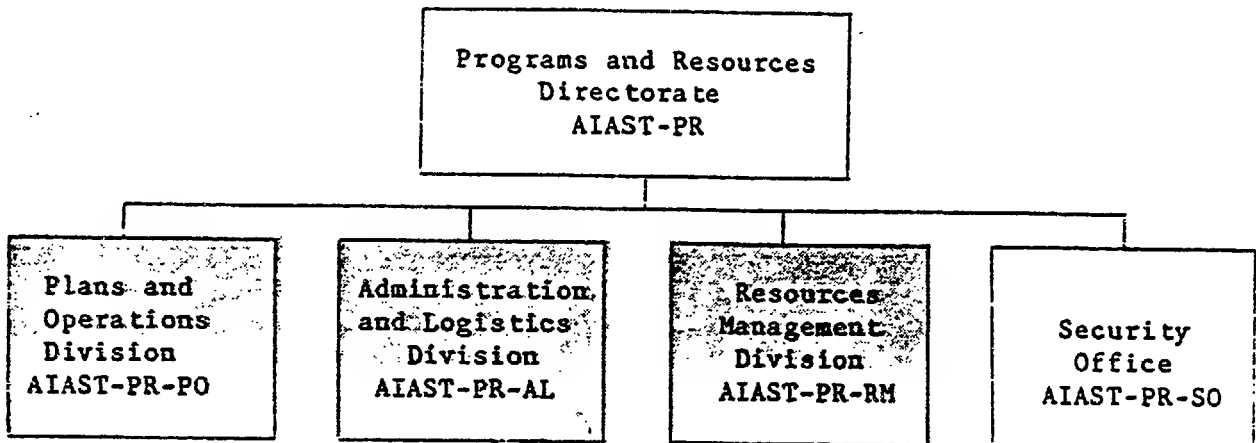
i. Analyzes command programs to assist in the effective and efficient use of available resources.

PROGRAMS AND RESOURCES DIRECTORATE

SECURITY OFFICE

1. Mission. Provide, or otherwise coordinate for, security and protective services necessary to safeguard the Command's facilities, personnel, and operations. Enforce established security practices. Provide security services, by agreement, to tenant and supporting activities.

2. Organization.



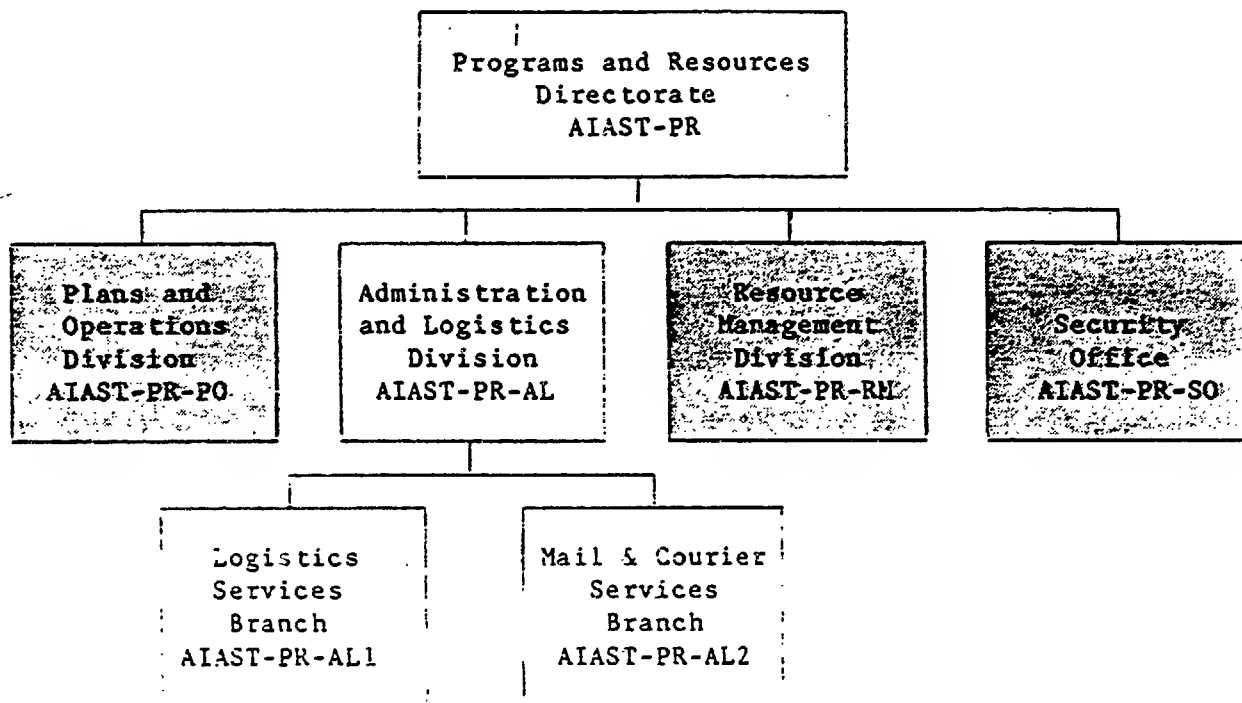
3. Functions.

- a. Performs duties of Command Security Manager.
- b. Plans, implements, and manages the Commander's physical, personnel, and information security programs.
- c. Conducts, as appropriate, security investigations and inspections, and enforces established security procedures.
- d. Coordinates for external security services, as required.
- e. Administers or coordinates programs involving access to, or requests for, official or protected information by contractors, foreign governments, and other restricted or non-government agencies.
- f. Provides for internal crime prevention and self-protection programs; exercises staff supervision over assigned GSA Federal Protective Service assets.
- g. Manages the OPSEC program.
- h. Performs duties of Systems Security Manager.

PROGRAMS AND RESOURCES DIRECTORATE
ADMINISTRATION AND LOGISTICS DIVISION

1. Mission. Provide administration and logistical support to FSTC, and as required, tenant units. Coordinate or otherwise provide military services and support.

2. Organization.



3. Functions.

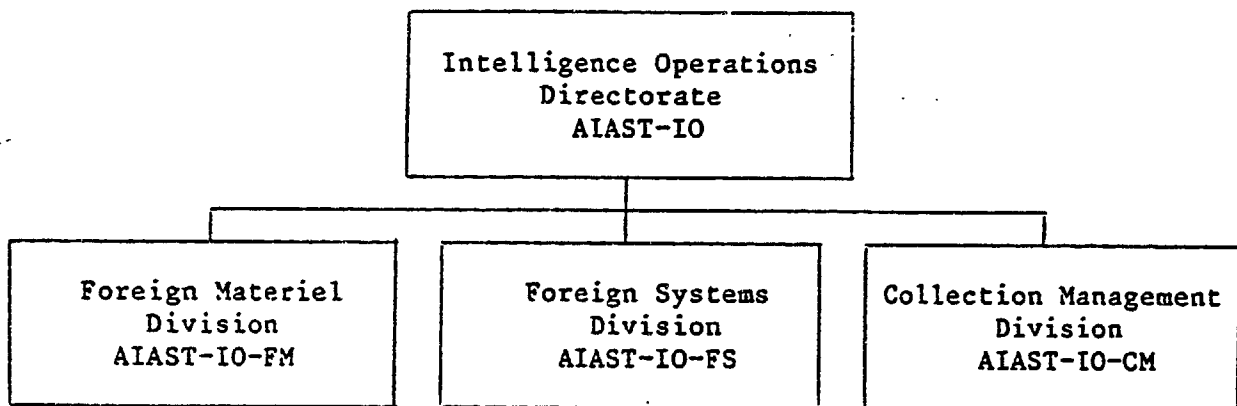
- a. Provides FSTC and supported elements with expendable and non-expendable supply items.
- b. Maintains Property Accountability System.
- c. Provides purchasing and contracting services.
- d. Maintains liaison with appropriate building managers on routine matters.
- e. Manages leased housing programs for military personnel.
- f. Provides personnel and financial services for assigned/attached military personnel, including IMA; and limited services for MID teams.

APPENDIX G

INTELLIGENCE OPERATIONS DIRECTORATE

1. Mission. Direct intelligence collection operations, foreign systems exploitation, the production of foreign materiel exploitation reports, and life cycle management of the Army inventory of foreign systems. Manage the Army Foreign Materiel Program (FMP).

2. Organization.



3. Functions.

a. Establishes policy and procedure for implementation, management, and operation of the Army Foreign Materiel Program (FMP).

b. Develops, programs, budgets, funds, and executes the Army FMP.

c. Manages collection requirements for the Army FMP.

d. Manages the Army inventory of foreign systems.

e. Manages Army exploitation requirements and projects for the FMP.

f. Produces and disseminates reports resulting from exploitation.

g. Monitors the application of results of exploitation.

h. Produces scale models.

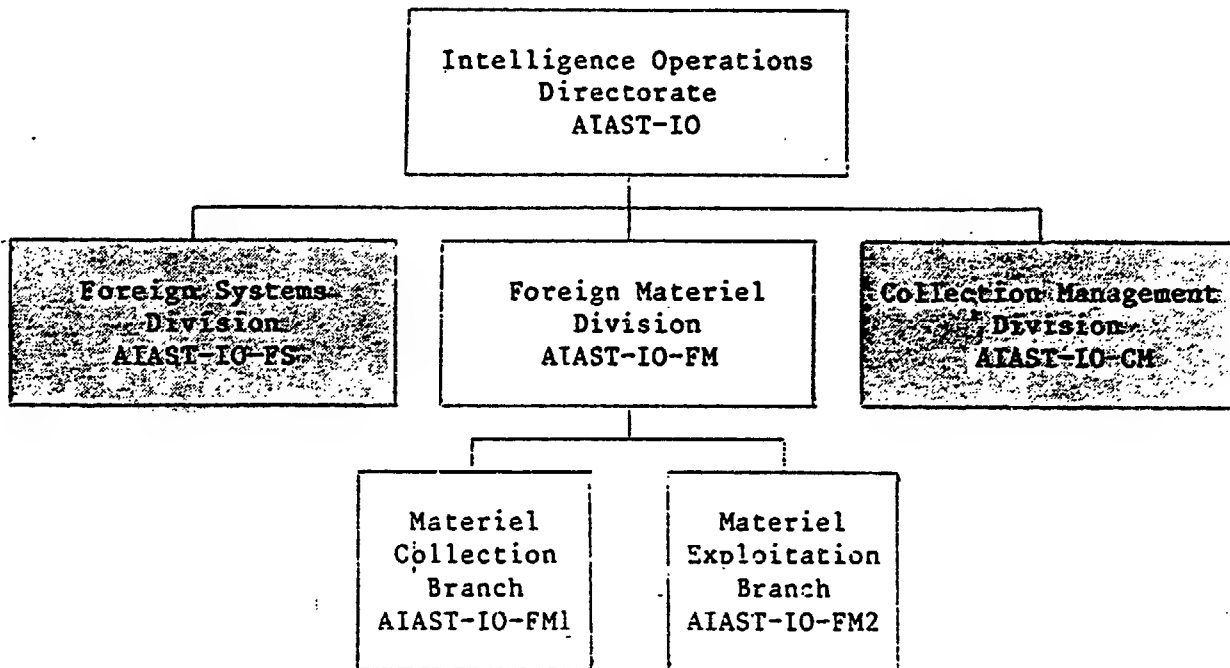
i. Maintains the Army readiness posture for OCONUS missions [Quick Reaction Capability (QRC)] and plans and executes OCONUS missions.

INTELLIGENCE OPERATIONS DIRECTORATE

FOREIGN MATERIEL DIVISION

1. Mission. Implement and administer the Army Foreign Materiel Program (FMP). Acquire and access foreign materiel to produce scientific and technical intelligence and to support materiel and combat developers.

2. Organization.



3. Functions.

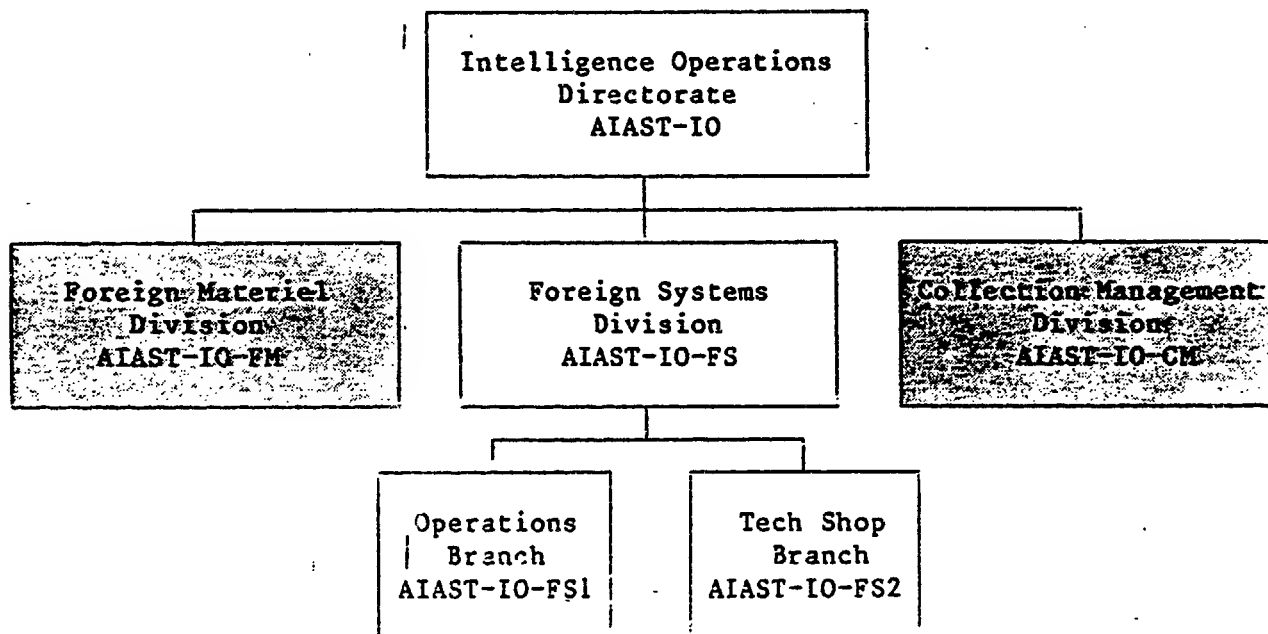
- a. Develops, assigns, prioritizes, and executes intelligence initiatives related to the acquisition and exploitation of foreign materiel.
- b. Develops, plans, programs, budgets, and executes the Army FMP.
- c. Manages collection and exploitation for requirements for the FMP.
- d. Produces and disseminates reports resulting from materiel exploitation.
- e. Monitors the application of exploitation findings.
- f. Maintains the Army's Quick Reaction Capability (QRC) for OCONUS exploitation missions.

INTELLIGENCE OPERATIONS DIRECTORATE

FOREIGN SYSTEMS DIVISION

1. Mission. Operate the Army FMP receiving point. Manage inventories, maintain systems, and conduct limited exploitation.

2. Organization.



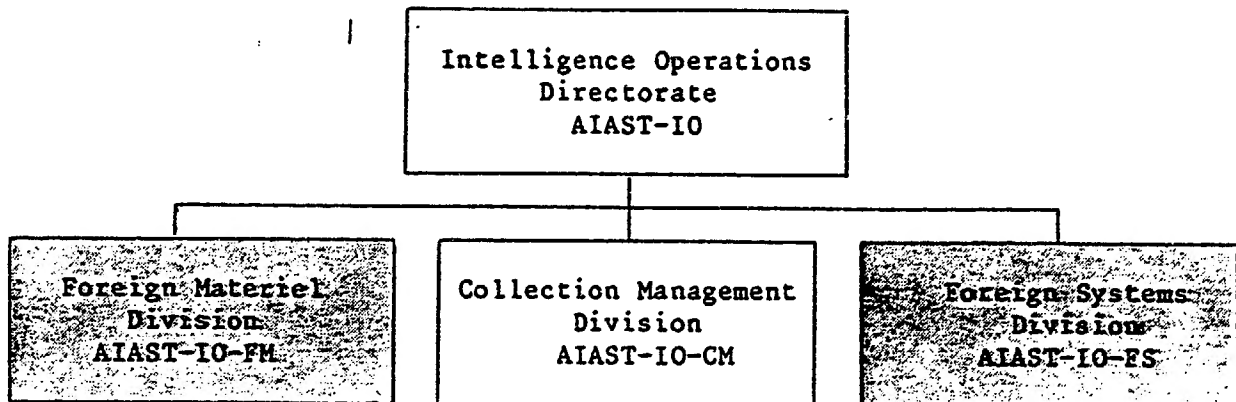
3. Functions.

- a. Maintains Army inventory of foreign systems.
- b. Develops plans, programs, and budgets for operating and maintaining FMP support facilities at Aberdeen Proving Ground, MD.
- c. Receives, stores, ships, or transships FM systems in support of intelligence requirements and developmental and operational testing.
- d. Maintains FM equipment and systems; refurbishes, as required.
- e. Conducts limited systems exploitation; produces technical data reports, as required.
- f. Produces systems scale models for simulation and signatures applications.

INTELLIGENCE OPERATIONS DIRECTORATE
COLLECTION MANAGEMENT DIVISION

1. Mission. Acquire and disseminate intelligence data in response to operational requirements.

2. Organization.



3. Functions.

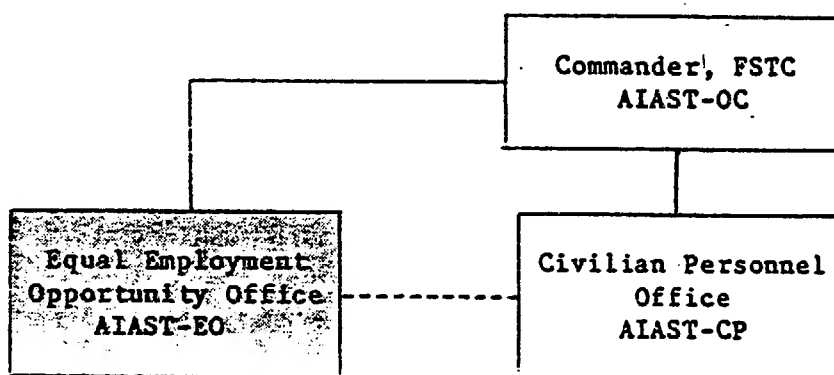
- a. Registers, validates, prioritizes, and levies information collection requirements.
- b. Develops and maintains Statements of Intelligence Interest (SII).
- c. Translates Essential Elements of Information (EEI) into the appropriate collection discipline and exploitation tasking and guidance formats.
- d. Coordinates the development of single and multisource collection, cross-cueing, processing, and dissemination strategies.
- e. Receives, reviews, and selects raw intelligence data for dissemination.
- f. Monitors and, as practical, exploits collection requirements from other activities.
- g. Maintains information on the capabilities and availabilities of theater and national collection, processing, and dissemination assets.
- h. Monitors the status of collection requirements; provides feedback as appropriate.

APPENDIX H

CIVILIAN PERSONNEL OFFICE

1. Mission. Plan, implement, and administer the full range of civilian personnel services and support for the command and the work force. Provide personnel services to tenant, supporting, coordinating, and other activities as required. Support the application of sound Equal Opportunity and Affirmative Action fundamentals within the command.

2. Organization.



----- Administrative Support

3. Functions.

a. Performs all functions assigned to an Army operating civilian personnel program.

b. Provides technical and advisory services to employees, managers, and supervisors.

c. Plans and administers the Classification and Position Management Program.

d. Plans and administers the Recruitment and Placement Program.

e. Plans and administers the Employee Training and Career Management Program.

f. Plans and administers the Management-Employee Relations Program.

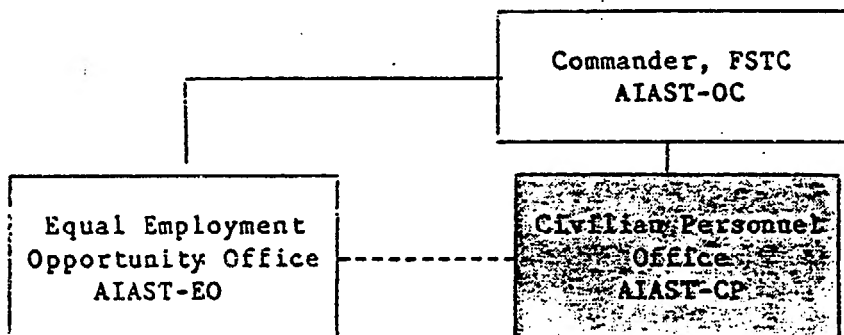
- g. Provides oversight of Kenner Army Hospital Occupational Health Clinic and all services provided by that clinic.
- h. Provides incoming and outgoing mail services.
- i. Provides courier services.
- j. Provides general command information services.
- k. Establishes and maintains Center additional duties roster.
- l. Destroys selected categories of classified waste.
- m. Provides military morale, welfare, recreation (MWR) programs and educational services.
- n. Administers Center's Records, Publications, and Forms Management Program.
- o. Serves as military Alcohol and Drug Abuse Prevention Control Program (ADAPCP) Officer (ADCO).
- p. Manages Freedom of Information Act (FOIA), Privacy Act, and congressional inquiry programs.

APPENDIX I

EQUAL EMPLOYMENT OPPORTUNITY OFFICE

1. Mission. Develop, implement, and evaluate civilian and military equal opportunity programs for FSTC and other regional activities as directed. Ensure compliance with letter and intent of programs.

2. Organization. |



----- Administrative Support

3. Functions. |

a. Encourages the application of sound Equal Opportunity and Affirmative Action fundamentals through guidance, training, and oversight.

b. Develops and publishes an Affirmative Action Plan tailored to the special requirements of the supported commands and activities.

c. Conducts a continuing review of personnel management to assure equal opportunity.